

CHAPTER 2: KOU-KAMMA MUNICIPALITY HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

2.1 Organisational Structure

The municipality's organisational structure consists of the following four departments under the umbrella of the Municipal Manager's office:

- Corporate Services
- Financial Services
- Technical and Infrastructure Services
- Community Services

The Municipal Manager's Office holds the accountability and responsibility for the effective, efficient and sound financial administration of the Koukamma Municipality. It also provided executive support to the political structure through administrations and also focuses on HIV & AIDS, Disaster Management, Performance Management and Capacity Building.

The total number of staff employed in each of the four departments on the organisational structure is as follows:

Department	Number of Employees
Office of the Municipal Manager	3
Finance	28
Corporate Services	13
Technical and Infrastructure	82
Community Services	26
TOTAL	152

Employee Related Costs

	2004/2005	2005/2006	2006/2007
	R	R	R
Actual			
Salary Budget			
Total Budget			

Total Money owed to the Municipality by Staff:

2.2 Skills Development Progress Report

The Workplace Skills Plan for the 2006/07 financial year has been adopted and the implementation report for 2005/06 has been submitted to LGWSETA as required by the Skills Development Act.

For the period July 2006 to June 2007, the following progress has been made with regards to skills development as projected by the Workplace Skills Plan:

Total number of employees in the Municipality as at 30 June 2007

Koukamma Municipality
Annual Report 2006/07

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD											
		African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total	M	F	Total								
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F														
		Total		Total		Total		Total		Total		Total		Total		Total		Total		Total													
2. Professionals																																	
Corporate Services	Core Admin																								0	0							
	Core Finance																									0	0						
	Legal																									0	0						
	IT																									0	0						
HR and Training	Procurement																									0	0						
	Property Valuation																									0	0						
	Rates																									0	0						
	Billing																									0	0						
Financial Services	Client Services																									0	0						
	Parks																									0	0						
	Community Facilities																									0	0						
	Libraries																									0	0						
Community Services	Recreation Centres																									0	0						
	Primary Health Care Facilities																									0	0						
	Cemeteries																									0	0						
	Environmental Health																									0	0						
Environmental Management	Pollution Control																									0	0						
	By-laws																									0	0						
	Licensing																									0	0						
	Fire & rescue																									0	0						
Emergency Services	Disaster Planning and																									0	0						
	Public Safety																									0	0						
	Community																									0	0						
	Safety																									0	0						
Public Transport	Traffic Management																									0	0						
	Public Transport																									0	0						
	LED/IDP/Urban Planning																									0	0						
	Municipal Planning																									0	0						
Housing	Land use management																									0	0						
	Housing																									0	0						
	Roads and Stormwater																									0	0						
	Solid Waste and Landfill																									0	0						
Technical Services	Water supply and waste water																									0	0						
	Electricity																									0	0						
	SUB-TOTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD					
		African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total		M	F	Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F						
3. Technicians and Trade Workers																											
Corporate Services	Core Admin										0	0											0	0		0	0
	Core Finance										0	0											0	0		0	0
	Legal										0	0											0	0		0	0
	IT							1			1	0	1									1		1	0	1	0
HR and Training	Procurement										0	0											0	0		0	0
	Property Valuation										0	0											0	0		0	0
	Rates										0	0											0	0		0	0
	Billing										0	0											0	0		0	0
Financial Services	Client Services										0	0											0	0		0	0
	Parks										0	0											0	0		0	0
	Community Facilities										0	0											0	0		0	0
	Libraries										0	0											0	0		0	0
Community Services	Recreation Centres										0	0											0	0		0	0
	Primary Health Care Facilities										0	0											0	0		0	0
	Cemeteries										0	0											0	0		0	0
	Environmental Health										0	0											0	0		0	0
Environmental Management	Pollution Control										0	0											0	0		0	0
	By-laws										0	0											0	0		0	0
	Licensing										0	0											0	0		0	0
	Fire & rescue										0	0											0	0		0	0
Emergency Services	Disaster Planning and										0	0											0	0		0	0
	Public Safety										0	0											0	0		0	0
	Community										0	0											0	0		0	0
	Safety										0	0											0	0		0	0
Public Transport	Traffic Management										0	0											0	0		0	0
	LED/IDP/Urban Planning										0	0											0	0		0	0
	Municipal										0	0											0	0		0	0
	Land use management										0	0											0	0		0	0
Planning	Housing								1		1	0	1										1	0	1	0	1
	Roads and Stormwater										0	0											0	0		0	0
	Solid Waste and Landfill										0	0											0	0		0	0
	Water supply and waste water										0	0											0	0		0	0
Technical Services	Electricity										0	0											0	0		0	0
	SUB-TOTALS	0	0	1	0	0	0	1	0	2	0	2	0	0	0	1	0	0	0	1	0	2	0	0	2	0	0

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD									
		African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total	M	F	Total						
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F												
4. Community and Personal Service Workers																															
Corporate Services	Core Admin																								0	0					
	Core Finance																								0	0					
	Legal																								0	0					
	IT																								0	0					
HR and Training	Procurement																								0	0					
	Property Valuation																								0	0					
	Rates																								0	0					
	Billing																								0	0					
Financial Services	Client Services																								0	0					
	Parks																								0	0					
	Community Facilities																								0	0					
	Libraries	1				1				2	1	3	4												1	1	3	4			
Community Services	Recreation Centres											0	0													0	0				
	Primary Health Care Facilities											0	0													0	0				
	Cemeteries											0	0													0	0				
	Environmental Management		1									0	1			1										0	1				
Legal	Pollution Control											0	0													0	0				
	By-laws											0	0													0	0				
	Licensing											0	0													0	0				
	Emergency Services	1										2	0			1										2	0				
Community Safety	Fire &rescue											0	0													0	0				
	Disaster Planning and											0	0													0	0				
	Public Safety	2										3	0			1										3	0				
	Traffic Management	4										8	1			1										7	2	9			
Public Transport	Public Transport											0	0													0	0				
	LED/IDP/Urban Planning	1										1	0													1	0				
	Municipal Planning											0	0													0	0				
	Land use management											0	0													0	0				
Housing	Housing											0	0													0	0				
	Roads and Stormwater											0	0													0	0				
	Solid Waste and Landfill											0	0													0	0				
	Water supply and waste water											0	0													0	0				
Technical Services	Electricity											0	0													0	0				
	SUB-TOTALS	9	1	5	1	0	0	1	3	15	5	20	0	0	3	2	6	3	3	0	2	1	14	6	20	0	0				

Total number of employees in the Municipality as at 30 June 2007

Kou-Kamma Municipality
Annual Report 2006/2007

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD				
		African		Coloured		Indian		White		Total		Total		21-30		31-40		41-50		+ 51		Total		M	F	Total
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F					
6. Machine Operators and Drivers																										
Corporate Services	Core Admin																									
	Core Finance																									
	Legal																									
	IT																									
HR and Training	Procurement																									
	Property Valuation																									
	Rates																									
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Financial Services	Client Services																									
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	Licensing																									
	Emergency Services																									
Community Safety	Fire & rescue																									
	Disaster Planning and																									
	Public Safety																									
	Traffic Management																									
Public Transport	LED/IDP/Urban Planning																									
	Municipal Planning																									
	Land use management																									
	Housing																									
Technical Services	Roads and Stormwater	1		2						3	0	3				2		1				3	0			
	Solid Waste and Landfill	7		8						15	0	15		1	3	6		5				15	0			
	Water supply and waste water	1		9						10	0	10		3	4	2		1			10	0				
	Electricity									0	0	0										0	0			
SUB-TOTALS		9	0	19	0	0	0	0	0	28	0	28	0	4	0	9	0	9	0	6	0	28	0	0	0	0

Employment profile

Total number of employees in the Municipality as at 30 June 2007

Code	Employment category	Race										Age categories										PWD																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
		African		Coloured		Indian		White		Total		Total		- 20		21-30		31-40		41-50		+ 51		Total		Total		M		F		Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F

Employment profile
Number of new recruits employed during the year ending 30 June 2007.

Employment category	Race										Age categories										PWD							
	African		Coloured		Indian		White		Total		Total		- 20		21-30		31-40		41-50		+ 51		Total		M	F	Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F				Total
Legislators	3	1	2	2			1	1	6	4	10					2		2	3	2	1	6	4	10			0	
Directors and Corporate Managers									0	0	0											0	0	0			0	
Professionals									0	0	0											0	0	0			0	
Technicians and Trade Workers									0	0	0											0	0	0			0	
Community and Personal Service Workers		1							0	1	1				1							0	1	1			0	
Clerical and Administrative Workers	1	2	1	2					2	4	6			1	4	1						2	4	6			0	
Machine Operators and Drivers									0	0	0											0	0	0			0	
Labourers		1	2						2	1	3					1	1				1	2	1	3			0	
Apprentices									0	0	0											0	0	0			0	
TOTALS	4	5	5	4	0	0	1	1	10	10	20	0	0	1	5	4	1	2	3	3	1	10	10	20	0	0	0	

Employment profile
New labour market entrants employed during the year ending 30 June 2007

Employment category	Race										Age categories										PWD												
	African		Coloured		Indian		White		Total		Total		- 20		21-30		31-40		41-50		+ 51		Total		Total		M		F		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Legislators										0	0	0	0											0	0							0	0
Directors and Corporate Managers										0	0	0	0											0	0							0	0
Professionals										0	0	0	0											0	0							0	0
Technicians and Trade Workers										0	0	0	0											0	0							0	0
Community and Personal Service Workers										0	0	0	0											0	0							0	0
Clerical and Administrative Workers	1		1							2	0	2	2		1		1							2	0	2		2		0		0	0
Machine Operators and Drivers										0	0	0	0											0	0		0		0		0	0	0
Labourers										0	0	0	0											0	0		0		0		0	0	0
Apprentices										0	0	0	0											0	0		0		0		0	0	0
TOTALS	1	0	1	0	0	0	0	0	0	2	0	2	2	0	1	0	1	0	0	0	0	0	2	0	2	0	2	0	0	0	0	0	0

Employment profile

Number of interns given structured work experience during the year ending 30 June 2007

Work area	African		Coloured		Indian		White		Total		Total		PWD		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Corporate Services	Core Admin								0	0	0				0
	Core Finance	1		1					2	0	2				0
	Legal								0	0	0				0
	IT								0	0	0				0
HR and Training	Procurement								0	0	0				0
									0	0	0				0
									0	0	0				0
									0	0	0				0
Financial Services	Property Valuation								0	0	0				0
	Rates								0	0	0				0
	Billing								0	0	0				0
	Client Services								0	0	0				0
Community Services	Parks								0	0	0				0
	Community Facilities								0	0	0				0
	Libraries								0	0	0				0
	Recreation Centres								0	0	0				0
Environmental Management	Primary Health Care Facilities								0	0	0				0
	Cemeteries								0	0	0				0
	Environmental Health								0	0	0				0
	Pollution Control								0	0	0				0
Legal	By-laws								0	0	0				0
	Licensing								0	0	0				0
Emergency Services	Fire & rescue								0	0	0				0
	Disaster Planning and Management								0	0	0				0
Community Safety	Public Safety								0	0	0				0
	Traffic Management								0	0	0				0
Public Transport									0	0	0				0
									0	0	0				0
Municipal Planning	LED/IDP/Urban Planning								0	0	0				0
	Land use management								0	0	0				0
Housing									0	0	0				0
									0	0	0				0
Technical Services	Roads and Stormwater								0	0	0				0
	Solid Waste and Landfill								0	0	0				0
Other (specify below)	Water supply and waste water								0	0	0				0
	Electricity								0	0	0				0
TOTALS		1	0	1	0	0	0	0	2	0	2	0	0	0	0

Employment profile
Number of employees who left the enterprise in the year ending 30 June 2007

Employment category	Race										Age categories										PwD				Reason															
	African		Coloured		Indian		White		Total		- 20		21-30		31-40		41-50		+ 51		Total		Total		Resigned		Retired		Retrenched		Medical grounds		Dismissed		Death		Total			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total			
Legislators																																								
Directors and Corporate Managers																																								
Professionals																																								
Technicians and Trade Workers																																								
Community and Personal Service Workers																																								
Clerical and Administrative Workers																																								
Machine Operators and Drivers																																								
Labourers																																								
Apprentices																																								
TOTALS	1	2	5	1	0	0	0	0	6	3	9	0	0	2	0	1	3	1	0	2	0	6	3	9	0	0	0	4	2	0	0	0	2	0	0	0	1	6	3	9

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																				Total	
		Below NOF 1		NOF 1		NOF 2		NOF 3		NOF 4		NOF 5		NOF 6		NOF 7		NOF 8		Unknown			
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
1. Legislators																							
	Executive Mayor																				0	0	0
	Mayor												1								1	0	1
1112	Local Government Legislators (Councilors)				1																5	4	9
1113	Traditional Leaders & Heads of Villages																				0	0	0
	Other (specify below)																				0	0	0
																					0	0	0
																					0	0	0
SUB-TOTALS		0	0	1	0	0	0	0	0	0	5	3	0	1	0	0	0	0	0	0	6	4	10
1. Directors and Corporate Managers																							
11131	City/Municipal Manager																				1	0	1
11133	General Managers																				0	0	0
1211	Corporate Services Managers																				0	1	1
1212	Finance Managers																				0	0	0
1213	Human Resource Managers																				0	0	0
1214	Policy and Planning Managers																				0	0	0
1221	Engineering Managers												1								2	0	2
1222	Construction Managers																				0	0	0
1231	ICT Managers																				0	0	0
1251	Health, Welfare and Education Service Managers																				0	0	0
12922	Commissioned Fire Officer																				0	0	0
12923	Commissioned Police Officer (Metro/Traffic Police)																				0	0	0
12991	Laboratory Managers																				0	0	0
12992	Environment, Parks and Land Care Managers																				0	0	0
12993	Sports Administrator or Manager																				0	0	0
12994	Arts Administrator or Managers																				0	0	0
1491	Sport and Recreation Managers																				0	0	0
1492	Customer Services Managers																				0	0	0
	Other (specify below)																						
	Community Services Manager																				1	0	1
SUB-TOTALS		0	0	0	0	0	0	0	0	0	2	0	1	0	0	0	1	1	0	0	4	1	5

Employee qualification profile
Employee qualification profile[illegible]

Employee qualification profile

[illegible]

Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																		Total	
		Below NQF-1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
4. Community and Personal Service Workers																					
Corporate Services	Core Admin																			0	0
	Core Finance																			0	0
	Legal																			0	0
	IT																			0	0
HR and Training	Procurement																			0	0
	Property Valuation																			0	0
	Rates																			0	0
	Billing																			0	0
Financial Services	Client Services																			0	0
	Parks																			0	0
	Community Facilities																			0	0
	Libraries																			0	0
Community Services	Recreation Centres																			1	3
	Primary Health Care Facilities																			4	0
	Cemeteries																			0	0
	Environmental Health																			0	0
Environmental Management	Pollution Control																			0	0
	By-laws																			0	0
	Licensing																			0	0
	Fire & rescue																			0	0
Emergency Services	Disaster Planning and Management																			2	0
	Public Safety																			0	0
	Traffic Management																			3	0
	Public Transport																			8	1
Municipal Planning	LED/IDP/Urban Planning																			1	0
	Land use management																			0	0
	Housing																			0	0
	Roads and Stormwater																			0	0
Technical Services	Solid Waste and Landfill																			0	0
	Water supply and waste water																			0	0
	Electricity																			0	0
SUB-TOTALS		0	0	0	0	0	0	2	1	0	6	2	7	1	1	0	0	0	0	0	15

Employment category		Highest level qualifications held by employees																						
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown		Total		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Tot		
5. Clerical and Administrative Workers																								
Corporate Services	Core Admin																							
	Core Finance																							
	Legal																							
	IT																							
	Procurement																							
HR and Training	Property Valuation																							
	Rates																							
	Billing																							
	Client Services																							
	Parks																							
Community Services	Community Facilities																							
	Libraries																							
	Recreation Centres																							
	Primary Health Care Facilities																							
	Cemeteries																							
Environmental Management	Environmental Health																							
	Pollution Control																							
	By-laws																							
	Licensing																							
	Fire & rescue																							
Emergency Services	Disaster Planning and Management																							
	Public Safety																							
	Traffic Management																							
	Public Transport																							
	Municipal Planning																							
Housing	LED/IDP/Urban Planning																							
	Land use management																							
	Roads and Stormwater																							
	Solid Waste and Landfill																							
	Water supply and waste water																							
Technical Services	Electricity																							
		SUB-TOTAL S		1	0	18	0	3	3	3	1	14	17	2	7	1	2	1	0	0	0	43	30	73

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Employee qualification profile
Employee qualification profile as at 30 June 2007

Employment category		Highest level qualifications held by employees																								Total		
		Below NQF 1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7		NQF 8		Unknown		Total						
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F					
7. Labourers																												
Corporate Services	Core Admin						3					1														0	4	4
	Core Finance																									0	0	0
	Legal																									0	0	0
	IT																									0	0	0
HR and Training	Procurement																									0	0	0
	Property Valuation																									0	0	0
	Rates																									0	0	0
	Billing						1		1																	3	0	3
Community Services	Client Services																									0	0	0
	Parks																									0	0	0
	Community Facilities																									0	0	0
	Libraries																									0	0	0
Environmental Management	Recreation Centres																									0	0	0
	Primary Health Care Facilities																									0	0	0
	Cemeteries																									0	0	0
	Pollution Control																									0	0	0
Legal	By-laws																									0	0	0
	Licensing																									0	0	0
	Fire & rescue																									0	0	0
	Disaster Planning and Management																									0	0	0
Community Safety	Public Safety																									1	0	1
	Traffic Management						1																			0	0	0
																										0	0	0
																										0	0	0
Municipal Planning	LED/IDP/Urban Planning																									0	0	0
	Land use management																									0	0	0
																										0	0	0
																										0	0	0
Housing	Roads and Stormwater																									3	0	3
	Solid Waste and Landfill	2	1	16		2		6	1	5																31	2	33
	Water supply and waste water			9		2				1																12	0	12
	Electricity																									0	0	0
SUB-TOTALS		2	1	30	3	5	0	7	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	6	56	
Apprentices																										0	0	0
Technical Services	Roads and Stormwater																									0	0	0
	Solid Waste and Landfill																									0	0	0
	Water supply and waste water									1																2	0	2
	Electricity																									0	0	0
SUB-TOTALS		0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	
TOTALS		3	1	49	3	8	5	12	3	36	22	10	9	2	2	1	0	0	0	0	0	0	0	0	122	46	168	

Courses attended by Koukamma Councillors and Employees	Total
Batho Pele	3
Fire Fighting	1
Skills Development Facilitation	1
Water Purification	5

2.2.1 Challenges

Councillors and staff in their busy schedules find it difficult to prioritise training matters and therefore there is never 100% attendance on courses.

The status of training committees in the municipality is also a matter of concern. A strategy is to be developed to improve the training programme of the municipality.

2.3 Employer/Employee Relations

The Koukamma Municipality and organised labour generally continued with their spirit of mutual respect and co-operation during the period under review despite the illegal strike action that took place and for which disciplinary procedures were implemented.

The Local Labour Forum, a committee comprising of representatives from the employer and the employee components which deals with human resources related matters is in place. Of the twelve meeting scheduled for the year only four took place. All recommendations emanating from this forum are referred to Council for approval and implementation.